

REC'D JUL 14 2008

# ALTERNATIVE PLAN SUBMITTAL SHEET

School Administrative Unit Submitting Alternative Plan:

- Sanford School Department

Contact Information:

Name: Elizabeth St. Cyr  
Address: 917 Main Street  
Suite 200  
Sanford, ME 04073  
Telephone: 207 324-2810  
email: supt@sanford.org

Date Plan Submitted by SAU: 7-8-08

**The intent to submit an alternative plan has been approved by the Commissioner in the approval of the Notice of Intent?**

☒ YES      ☐ NO

(If NO, please explain.)

## Alternative Plan Cover Sheet

(Please attach Alternative Plan as Exhibit A)

Plan Requirements				
Item	Complete	In Progress	Not Yet Started	Need Assistance <sup>1</sup>
Plan addresses how the SAU will reorganize administrative functions, duties and noninstructional personnel so that projected expenditures of RSU in fiscal 2008-2009 for the following areas will not have an adverse impact on the instructional program.				
<b>system administration</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>transportation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>special education</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>facilities and maintenance</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan addresses how cost savings will be achieved in fiscal 2008-2009 for the above four areas.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parameters for Plan Development				
Enrollment meets requirements (2,500 except where circumstances justify an exception)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When viewed in conjunction with surrounding proposed units, may not result in one or more municipalities being denied the option to join an RSU	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes at least one publicly supported high school	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with policies set forth in section 1451	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No displacement of teachers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No displacement of students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No closures of schools existing or operating during school year immediately preceding reorganization, except as permitted under section 1512	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborative Agreements				
			Yes	No
Does your plan currently include information/documentation on collaborative agreements? <i>(not required, but encouraged)</i>			<input checked="" type="checkbox"/>	<input type="checkbox"/>

<sup>1</sup> Please explain what assistance you need to complete this portion of your plan, and state from whom you need assistance, on the next page.

Exceptions to 2,500 minimum  
Actual number of students for which the SAU is fiscally responsible: 3660

**Actual number of students for which the SAU is fiscally responsible: 3660**

Exception	Exception Claimed in Plan	Documentation Provided? (Please attach as Exhibit B)	
		Yes	No
Geography	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demographics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Population Density	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Unique Circumstances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Assistance Needs –

Please use this section to describe your needs for assistance and from whom you need assistance.

Law Reference/Required Element	Explanation of your assistance need	Assistance needed from whom?

# Sanford School Department

John R. Turcotte  
Superintendent

Delano D. Lebel  
Business Administrator

917 Main Street, Suite 200, Sanford, Maine 04073  
Tel: 207-324-2810 Fax: 207-324-5742

Elizabeth St. Cyr  
Special Education Director

Janice Goldsberry  
Curriculum Director

David Theoharides  
Director of Educational  
Operations

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## SCHOOL COMMITTEE:

Marguerite Herlihy Robert Dezenzo  
Robert Gendron Patti Guinac Mark Lucier

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## Alternative Plan for Consolidation

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By state law, all existing school districts in Maine are required to submit consolidation plans to the Maine Department of Education. For districts with greater than 2,500 students – like Sanford (enrollment 3,360) – an alternative plan to remain a “stand-alone” school district will meet the requirements of the new statute. The Sanford School Department has postponed the initial submission of this plan due in part to the changing subsidy figures from the Department of Education and its impact on the calculation of EPS. Due to significant losses in school subsidy, the Sanford School Department significantly reduced its initial school budget proposal by 1.45 million dollars. School administrators, working closely with the School Committee, were able to reduce the budget while attempting to minimize the impact on student learning. While this impact was minimized, the magnitude of reducing the operating budget by 1.45 million dollars did result in some programs being scaled back, staff positions being eliminated and overall reductions in all school and district budgets.

This plan will address how the Sanford School Department will reorganize administrative functions, duties and non-instructional personnel so that the projected expenditures of this SAU for fiscal year '09 for system administration, transportation, special education, facilities and maintenance will not have an adverse impact on the instructional program. This plan was endorsed by the Sanford School Committee at the June 27, 2008 meeting.

**1. System Administration:** The Sanford School Department currently spends below the current EPS allocation for system administration. The new chart of accounts indicated that some functions that were historically charged to system administration could be transferred to other ones in order to reduce the total cost of system administration at or below the \$204 per student level. We are also collaborating with surrounding school districts to explore ways to increase our efficiency while lowering system administration costs.

**2. Special Education:** The Sanford School Department provides special education services to over 650 students per year while spending below the state average. The reduction in EPS subsidy resulted in scaling back some special education support personnel while attempting to minimize the adverse impact to student learning. Increased evaluation of students eligible for Medicaid reimbursement has allowed the Sanford School Department to collect the maximum reimbursement allowed. We have also been proactive in minimizing the number of out-of-district placements by tailoring our programs and providing professional development to our teachers to meet the needs of our students. Sanford has also aggressively pursued and secured several state and federal grants addressing additional social services for all students.

**3. Transportation Services:** The Sanford School Department has historically contracted with First Student for transportation services for our general school population. This past year we consolidated the transportation of special education from The Provider, Inc. to First Student allowing for more efficient use of bus runs and personnel. We also collaborate with surrounding districts (primarily SAD #57) to share transportation of students to activities and special events.

**4. Operations and Maintenance:** Through collaboration with several surrounding school districts, the Sanford School Department has coordinated large scale bids necessary for school maintenance supplies and building heating oil contracts. Unfortunately, oil and gas prices have dramatically increased well above the approved FY 08/09 budget. We are anticipating, like school districts across the country, that we will be severely challenged to meet the costs of heating our buildings with limited and reduced budget funds. The Town of Sanford raises additional local funds each year as a capital plan for major facilities projects.

**5. Other:** We are working closely with the Acton School Department to explore ways we can share administrative costs and reduce program expenses. This past year we finalized a collaborative agreement with Acton to share food services - planning, purchases and administration. We continue to investigate other ways to reduce overall costs for both SAUs. Acton contracts with Sanford to send their grade 9-12 students to Sanford High School. Sanford serves as a center providing vocational services to the students of Kennebunk High School, Marshwood High School, Massabesic High School, Noble High School, Traip Academy, Wells High School and York High School.

**FY 2008-2009 Projected Expenditures:**

System Administration	\$ 805,792
Transportation	\$1,558,431
Special Education	\$5,006,892
Facilities & Maintenance	\$4,237,365

The projected expenditures for 2008-2009 for each of these areas will not have an adverse impact on the instructional program.

**Conclusion:** The Sanford School Department is very proud of the fact that we have historically spent less than the state average per pupil cost while consistently providing an above average education for our students. We continue to look for ways to more efficiently utilize limited state and local funds without compromising the quality of education for our students.

Elizabeth Caron-St. Cyr  
Superintendent

Delano D. Lebel  
Business Administrator

# Sanford School Department

917 Main Street, Suite 200, Sanford, Maine 04073  
Tel: 207-324-2810 Fax: 207-324-5742

Janice Goldsberry  
Curriculum Director

Stacey Bissell & Marti Hess-Pomber  
Special Education Co-Directors

David Theoharides  
Director of Educational Operations

## SCHOOL COMMITTEE:

Marguerite Herlihy Robert Dezenzo  
Robert Gendron Patricia L. Gulnac Mark Lucier

## Appendix to Alternative Plan for Consolidation

*Each alternative plan must provide detailed projected expenditures and cost savings in FY 2008-2009 for system administration, transportation, special education, and facilities and maintenance according with P.L. 2007, chapter 240, Part XXXX-36(6)(F). Our plan addresses how the Sanford School Department will reorganize administrative functions, duties and non-instructional personnel so that the projected expenditures for fiscal '09 will not have an adverse impact on the instructional program.*

Due to significant losses in state subsidy, the Sanford School Department significantly reduced its initial school budget by \$1.45 million dollars to meet the EPS funding level. The following reductions in each cost center were made to minimize the adverse impact on instructional programming.

<b>Transportation</b>	Eliminated one bus run by carefully analyzing existing runs and consolidating routes.	-\$44,401
<b>System Administration</b> *Currently below EPS	Reduced central office staff Reduced ADS software purchase Reduced School Committee Stipends	-\$23,818 -\$16,950 -\$5,000
<b>Special Education</b>	Reduced Out-of-district placements Eliminated Ed Tech 2 position	-\$100,000 -\$18,214
<b>Facilities &amp; Maintenance</b>	Eliminated Electrician position Eliminated Custodian position General cost center reductions Reduction in Capital Improvement Plan	-\$68,372 -\$35,685 -\$30,700 -\$75,500

Note:

- ☐ In the Facilities and Maintenance cost center we anticipate a major cost increase in energy – fuel and electricity costs. We have attempted to minimize the impact on instructional programming by the reductions listed above, yet still anticipate significant shortfalls in this cost center.
- ☐ Special education costs increases due to increased demand for 1:1 Ed Techs as required by IEP's. We have minimized the impact on instructional programs through reductions in out-of-district placement and elimination of an Ed Tech 2 position.

The following table compares 2007-08 expenditures with anticipated 2008-09 expenditures.

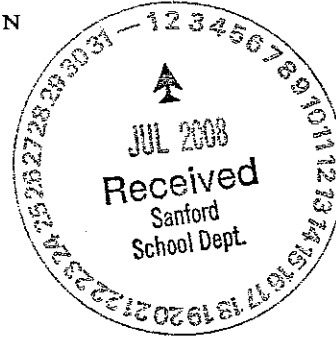
Cost Center	2007-08 Expenditures	2008-09 Projected Expenditures	Difference	Percentage Difference
Transportation	\$1,568,886	\$1,558,431	(\$10,455)	-.7%
System Administration	\$812,327	\$805,792	(\$6535)	-.8%
Facilities and Maintenance	\$4,215,125	\$4,237,365	\$22,240	+.5%
Special Education	4,905,587	\$5,002,892	\$97,005	+1.97%

Mission Statement: To create educational opportunities in which students are productive, caring, informed and involved citizens, and lifelong learners.



JOHN ELIAS BALDACCI  
GOVERNOR

STATE OF MAINE  
DEPARTMENT OF EDUCATION  
23 STATE HOUSE STATION  
AUGUSTA, MAINE  
04333-0023



SUSAN A. GENDRON  
COMMISSIONER

June 26, 2008

John R. Turcotte, Superintendent  
Sanford School Department  
917 Main Street, Suite 200  
Sanford, ME 04073

Dear Superintendent Turcotte:

Thank you for the revised Alternative Plan that you submitted on behalf of the Sanford School Department on June 19, 2008 for Department review for compliance with the school reorganization law, P.L. 2007, chapter 240, Part XXXX.

I recognize how much time, effort and thoughtful work is required to complete an alternative plan and appreciate the efforts made, to date, by all those involved.

Members of my staff and I have reviewed the submission and offer the comments and notes listed below to assist you in completing the plan. If you make any substantive change(s) to any part of the plan beyond those listed below, please be sure to note those on the Updated Alternative Plan Cover Sheet Checklist, along with notation of those items that have changed per the notes contained in this response.

**General Documentation (Submittal Sheet)**

- All information submitted as required.

**Checklist/Plan Text Items**

Items Checked "Complete"

With respect to the items you checked as "complete", please note the following:

*\* Required Items*

Each alternative plan must provide detailed projected expenditures and cost savings in FY 2008-2009 for system administration, transportation, special education, and facilities and maintenance in accordance with P.L. 2007, chapter 240, Part XXXX-36(6)(F). Please compare expenditures from FY 2007-2008 to

those of the projections of FY 2008-2009. When providing these projected expenditures and cost savings, you may want to consider using the guidance offered in the Drummond Woodsum workshop materials. If you have questions concerning this requirement, please email Karla Miller or Suzan Beaudoin at [karla.miller@maine.gov](mailto:karla.miller@maine.gov) or [suzan.beaudoin@maine.gov](mailto:suzan.beaudoin@maine.gov) for assistance.

We will review all items on the checklist again, upon your completion of the plan.

#### **SUBMISSION OF REVISIONS:**

Please provide the additional materials to complete your plan by June 13, 2008.  
Please include:

- Any additional data required
- An updated Submittal Page
- An updated Cover Sheet Checklist
- A copy of this Response from the Commissioner.

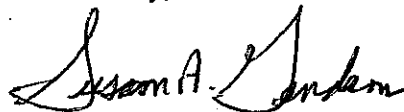
Received letter  
July 1, 2008

I will respond no more than 14 days after the revisions/additional materials are refiled with the Department. As you are the contact person identified on the Submittal Sheet, this response is addressed to you but with the understanding that you will share it with your school administrative unit board members.

Finally, what I am reviewing for approval is a plan (or a submission, if the plan is incomplete) which is by its very nature prospective, with steps yet to be taken or finalized; and any review comments or approval given are in relation to the elements required under P.L. 2007, chapter 240, Part XXXX but not the legality of all the activities proposed. Thus, I strongly recommend that you have your own legal advisor(s) review the details of any particular transaction proposed in your plan (particularly with respect to the disposition of property, to debt, and to employee contracts/relations) as you proceed, to ensure the legality of the steps you'll be taking to implement the plan. If that review leads to any substantive changes in any parts of your plan, please be sure to submit an amended plan to the Department for our review and our file.

Again, my sincere thanks for your efforts.

Sincerely,



Susan A. Gendron  
Commissioner of Education